

New Hospital Programme Supplier Guide

April 2022



This guide has been developed to help suppliers find out more about the New Hospital Programme (NHP).

It highlights what is important to us and what will be required from our supply chain.

We want you to get involved now, add your expertise to ours and seize the opportunities in the biggest hospital building programme in a generation.

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Introduction

Up and down the country we're investing in the future of our NHS.

The commitment to build new hospitals forms part of the Government's wider Health Infrastructure Plan, a long-term, rolling programme of strategic investment in health and care buildings, estates, and equipment.

The Government has committed to build 40 new hospitals by 2030 and together with eight previously announced schemes, this will mean 48 hospitals delivered by the end of the decade.

The new hospitals will result in outdated infrastructure being replaced by facilities for both staff and patients that are on the cutting edge of modern technology, innovation and sustainability.

The long-term investment in these new hospitals will ensure the NHS can continue to provide world-class care right across the country in the years to come.

These exciting changes will make a big difference to the lives of our patients, local communities and NHS staff.

We want your business to help us bring about this transformation.





A programmatic approach to social infrastructure

The NHP is a joint venture between the Department of Health & Social Care, NHS England & NHS Improvement.

The centralised programme team are running the NHP collaboratively with NHS Trusts, Government and industry.

The NHP is going to be transformational for the health sector and set new standards for the commissioning of future social infrastructure.



Department
of Health &
Social Care



NHS England and NHS Improvement



48 hospitals by 2030

the biggest hospital building programme in a generation



Build national capacity

From improving mental health and learning disability services in Cumbria, Northumberland, Tyne and Wear to building a new Woman and Children's Hospital in Cornwall, this building programme will bring top-class healthcare services to more people locally.



High quality and sustainable care

These hospitals are part of the Government's wider plans to invest in buildings and equipment across the NHS and ensure our world-class healthcare system and staff have the facilities they need for the future.



Intelligent hospitals

Laying a foundation for interoperable and intelligent systems. The NHP will provide outstanding healthcare facilities, and in doing so drive digital innovation and investment in new diagnostics.



Deliver better, faster, greener

The NHP will pursue standardised designs and 'productisation' to create an 'NHS kit-of-parts', employing Modern Methods of Construction (MMC) to speed up the build, reduce cost and increase quality.



HM Government



The NHP has focused the individual schemes into cohorts

These cohorts share characteristics which determine how the NHP will work differently with them to maximise the potential benefits of the programmatic approach.

The approach is intentionally flexible to allow schemes to move between cohorts depending on speed of development during the lifetime of the NHP.



“As a nurse, I have seen first-hand the difference that investment in our hospitals can make. New hospitals bring new opportunities, and our hospital building programme will mean better facilities and more modern spaces for staff to work and patients to visit”

Natalie Forrest – Senior Responsible Owner of the New Hospital Programme



Cohort 1 – Onsite

8 schemes

Delivered largely in business-as-usual fashion



Cohort 2 – Early

10 schemes

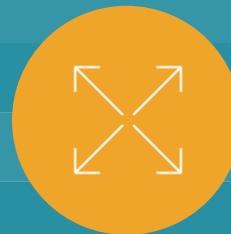
Smaller schemes that are flexible in delivery



Cohort 3- Pathfinders

Pioneers for programmatic approach realised through Framework Alliance

Supporting each other and incorporating elements of standardisation



Cohort 4 - Full adopters

All remaining schemes

Realising the full benefits of the programmatic approach

Maximised incorporation of standardisation and learning from previous schemes



Cohort 5 - Full adopters

Model established for further 8 NHP schemes to be identified and future hospital building programmes

An all-encompassing bespoke and optimised alliance approach

Maximum efficiency realised through learning legacy of preceding generations

Our message to industry



Emma-Jane Houghton

Commercial Director
New Hospital Programme

Traditionally each time we build a new hospital today, it's effectively treated as a standalone scheme that fails to fully capture the opportunities to standardise design, leverage scale or foster long term sustainable growth within the UK supply chain.

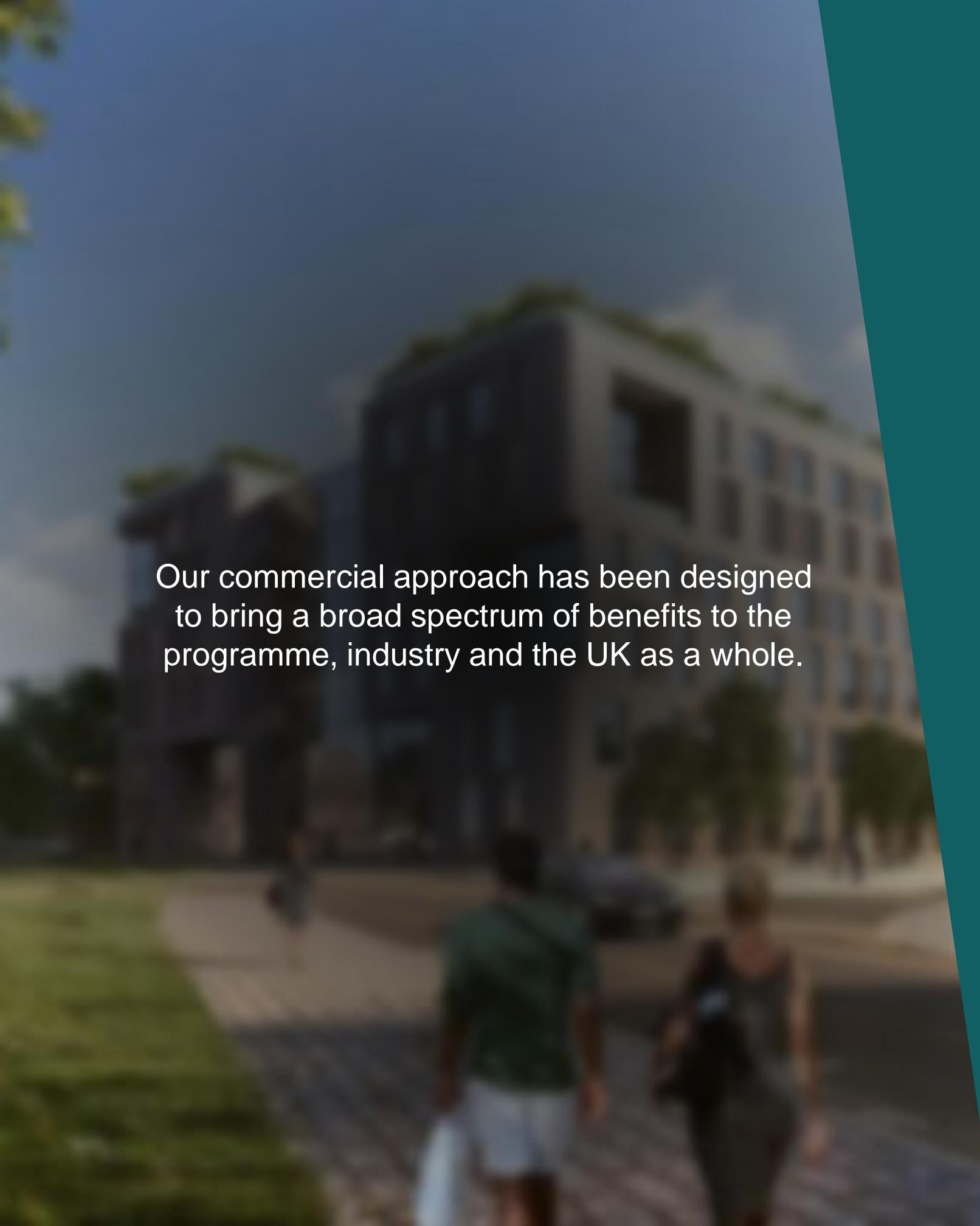
The NHP represents a dramatic shift from traditional ways of hospital building. We have a unique opportunity to create an infrastructure ecosystem that transforms the way hospitals are designed, procured and constructed.

The scale of the New Hospital Programme will call upon the skills and expertise of companies of all sizes, across a broad range of sectors.

This is an opportunity for businesses to make long-term investments in their capabilities, create jobs, drive growth and help in delivering world-leading experiences for patients and staff.

We need to bring the right people and the right teams together to foster innovation and deliver hospitals of the future.

That's why we're calling upon the knowledge and experience of the widest breadth of suppliers from construction components, medical equipment and beyond.



Our commercial approach has been designed to bring a broad spectrum of benefits to the programme, industry and the UK as a whole.

Better
Faster
Greener

Better

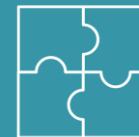
The NHP is seeking to radically improve the way hospitals are specified, designed, procured and built.

At the heart of this is a centralised commercial approach that allows for aligned objectives to point everybody in the right direction and provides an equitable approach to risk allocation and reward sharing.

Benefits of our approach to this programme



Visible pipeline: A clear commercial pipeline of schemes and works, allowing industry to prepare in a coherent way.



Standardising best practice: Developing common, best-practice clinical designs that leverage the NHP's scale and capacity to innovate, including building new future models of care into hospital delivery.



Continuous improvement: Standards that continually improve, capturing lessons learned from each build.



Supporting sustainable futures: Designing, manufacturing and assembling the kit of parts will support skills development and create jobs across the UK.



What does this mean for your business?

We're proactively seeking early supply chain engagement and dialogue to ensure that the NHP approach is informed by your insights and shaped by your feedback.

We're striving to create an environment that brings the right people together to solve NHP challenges in a safe contractual environment that gives confidence to new entrants.

The NHP wants to make the healthcare sector an attractive proposition for all suppliers including new entrants and suppliers who have recently left the sector.

There will be opportunities across the UK for suppliers of all shapes and sizes.

Faster

The NHP's commercial strategy has been designed to build stronger relationships throughout the supply chain.

We want our supplier base to have confidence to invest in their businesses, people, technology and learning to boost capacity and further innovation.

Our approach will be a catalyst for increases in productivity through the efficient and effective use of MMC.

Benefits of our approach to this programme



Accelerated development: Standardised 3-dimensional designs reduces design cost and time, and the benefits of a manufactured approach simplifies and accelerates the whole hospital building process.



Confident Supply Chain: Long term NHP pipeline visibility and standardised requirements provides supply chain partners with the incentive to invest in assets and training enabling faster production at scale.



Offsite manufacture: Off-site factory production with increased productivity and greater scale. Precision manufacture enables rapid on-site assembly.



Rapid on-site assembly: Reduced on-site work leads to faster build times and greater cost and programme certainty.



What does this mean for your business?

We're looking to work with businesses with whom we can build long-term relationships, building confidence and certainty to ensure efficient delivery of the programme.

Our ambition is to build safe commercial environments where partners are comfortable sharing knowledge and lessons learnt to limit risk, provide ongoing assurance and discover efficiency opportunities throughout the programme.

Benefits of our approach to this programme

Greener

The NHS is responsible for around 5% of the UK's carbon emissions, with over 60% of the total carbon footprint sitting within the supply chain.

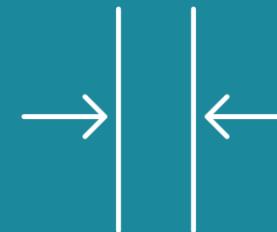
The NHS's commitment is to reduce the emissions of its built environment to net zero by 2040, with the whole NHS supply chain achieving net zero by 2045.

What does this mean for the suppliers that will be part of the NHP?

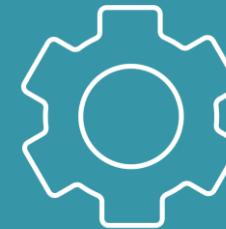
The NHS approach builds on UK Government procurement policy, which mandates that carbon reduction, social, and environmental considerations are integrated into all procurement processes.

By 2030, the NHS will no longer purchase from suppliers that are not aligned with this ambition.

A phased approach will support suppliers with their net zero progress and reflect steadily increasing ambitions.



Less waste in manufacture: net zero optimised designs and materials combined with standardised production at scale minimises energy use and material waste.



Less waste in assembly: off-site manufacture leads to increased productivity on site and streamlined logistics.



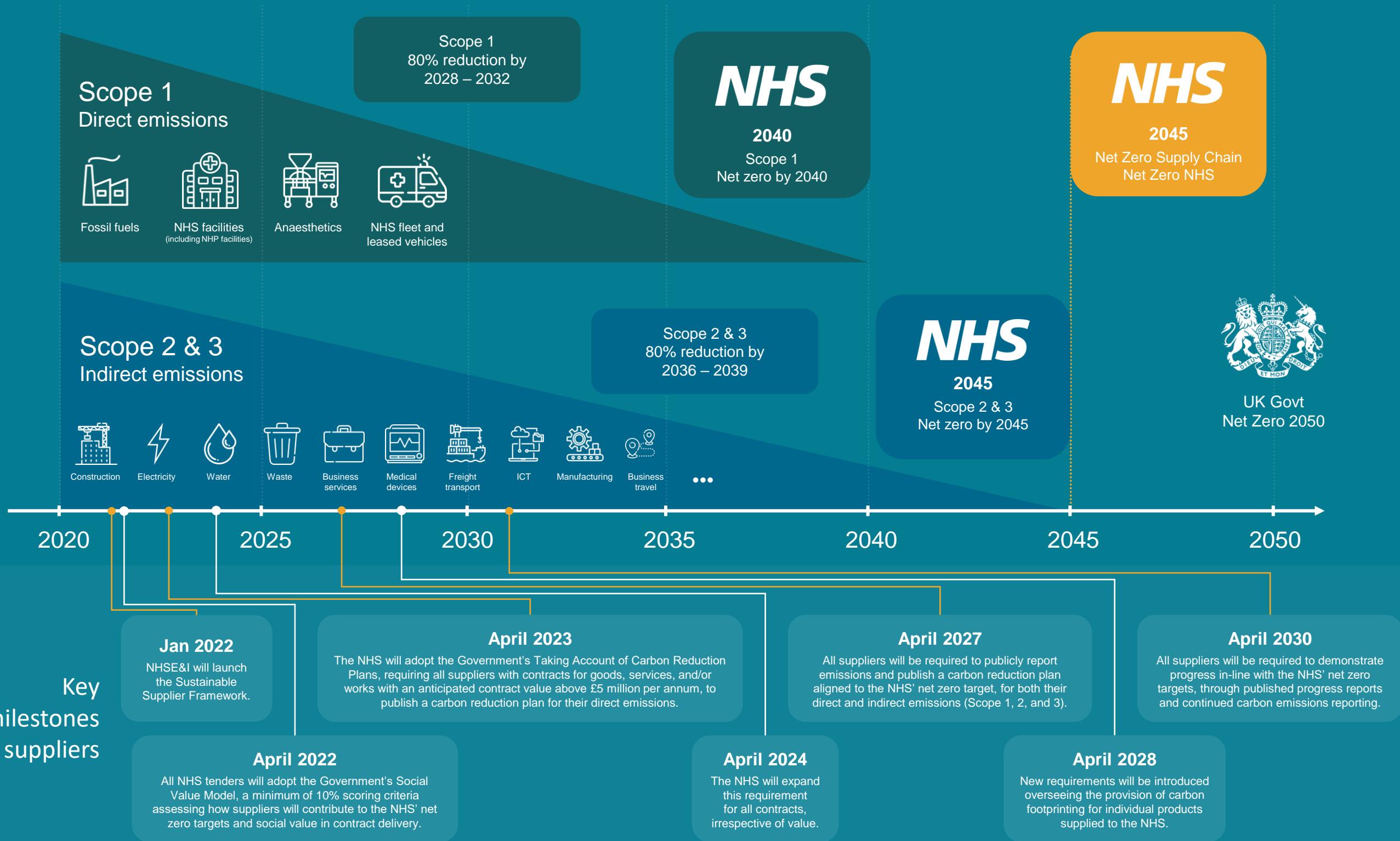
Less waste in operation: through repeatable, right sized designs optimised for energy efficiency.



Net Zero Carbon: Bringing these principles together to achieve the NHS and government's sustainability ambitions.

What does this mean for your business?

If your business can support the NHS in achieving their ambitious carbon emissions reduction targets, then you'll be in a stronger position to play a part in the NHP.



The business-as-usual approach we're moving away from

Each time we build a new hospital today, it's effectively treated as a standalone schemes that fails to capture opportunities to standardise design and leverage scale.

Engages with "tier 1" market alone and ignores development of wider capacity.

Adopts only a traditional vertical supply chain model with barriers to entry for small suppliers.

Expects the market to deliver and find solutions with no central involvement.

Takes a traditional commercial approach which focuses on capital costs.

Seeks to place unmanageable risk with the market.

Follows traditional adversarial contracting behaviours.

Favours bespoke designs and in-situ construction approaches.

A commercial environment where contractors seek to keep good ideas an innovative approaches to themselves.

The centralised programmatic approach we're putting in place

Programmatic overlay driving commonality and productionisation unlocking faster construction, reduced costs and carbon and increasing quality to deliver clinical excellence.

Creates an environment for a broad range of suppliers to invest with confidence of pipeline.

Create horizontal supply chain relationships with a diverse range of suppliers.

Engage and manage from the centre, allowing market to collaborate and innovate.

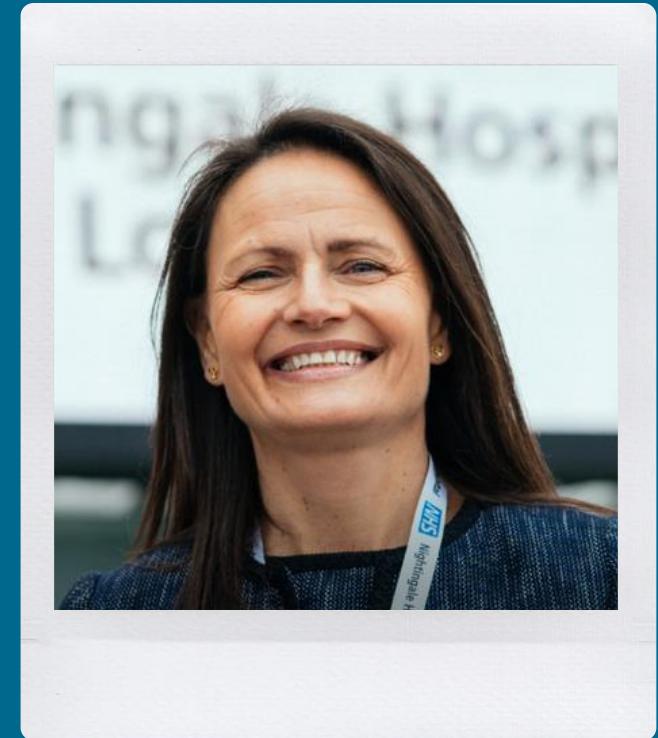
Adopt a holistic approach that harvests wider benefits and richer profile of value.

Avoid risk pricing and duplication of due diligence.

Establishing alliance frameworks to enable collaborative environments.

Build on P22 experience of common products, designs and repeatable components to maximise standardisation in design through a platform approach to design for manufacture and assembly (P-DfMA).

Creating a safe commercial environment where good ideas and innovative approaches can be fostered and shared.



“My goal will be to deliver these new hospitals cost-effectively and at speed, and to foster an ecosystem that owns, learns from and improves healthcare design.”

Natalie Forrest – Senior Responsible Owner of the New Hospital Programme

The relationships we're looking to build with suppliers

Alliances are a long-term, consistent relationship between the client and the contracting parties. Alliances foster a longer-term focus on outcomes, acting as a justification for inward investment, product development and enhancement of manufacturing capability.

The alliance we are building to bring the NHP to fruition is GenA - The Generational Alliance.

By working together under an Alliance Framework client organisations will be going to the market as a single, cohesive voice, helping to build market appetite and encouraging the development of capacity as the programme progresses.



An ambitious programme with a broad range of opportunities

The scale of the New Hospital Programme will call upon the skills and expertise of companies of all sizes, across a broad range of sectors.

To the right is a list of some of the services and products that will be required to deliver the NHP in the years to come, **but this is far from an exhaustive list.**

The NHP Commercial pipeline, which provides further detail on our market engagement and procurement timelines, can be found [here](#) or by scanning the QR Code below.

We encourage businesses interested in becoming involved in the NHP to regularly review this pipeline to identify opportunities that align with your business's capabilities.

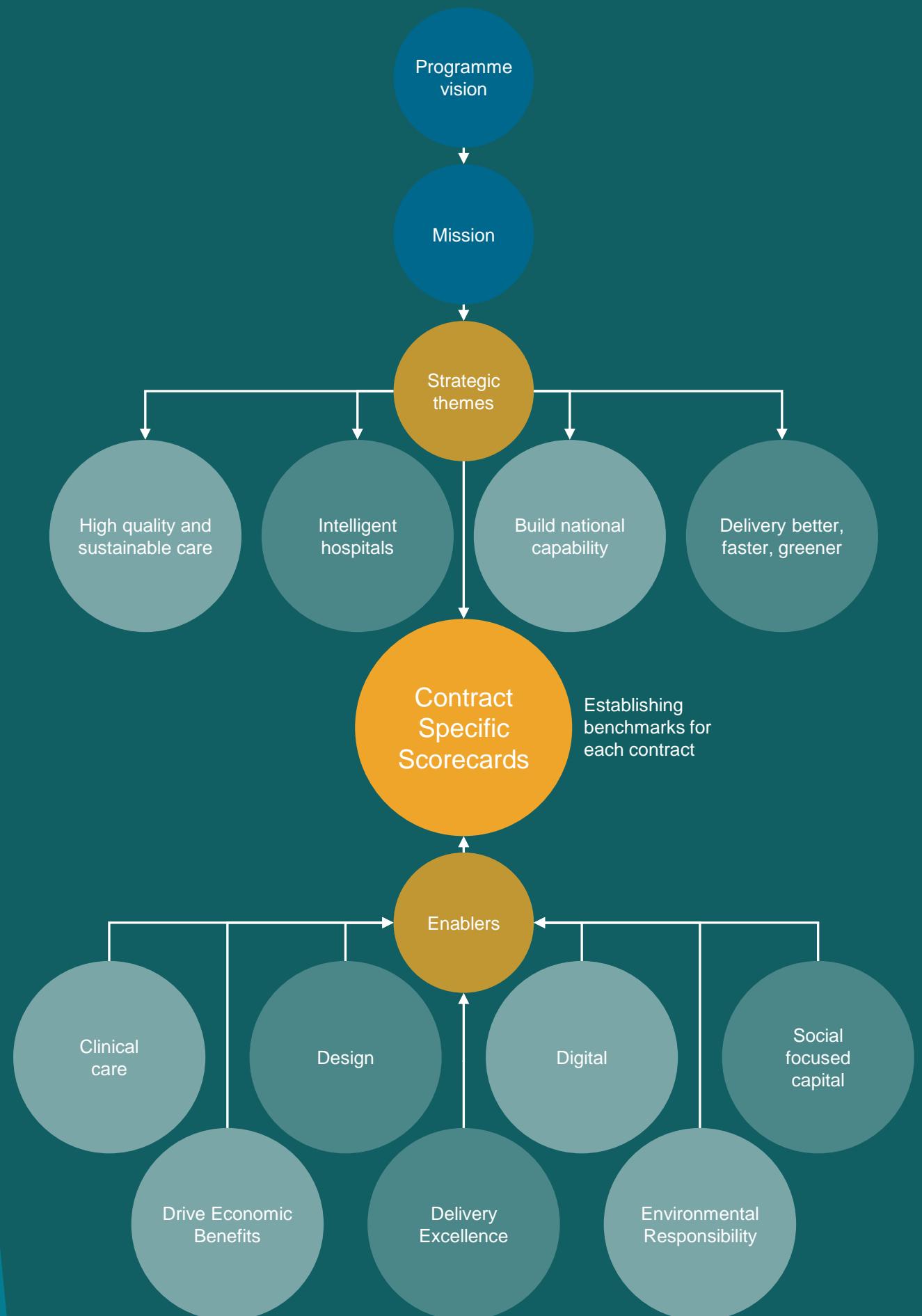


Bulk earthworks	Demolition	Earthworks	Ground improvement	Remediation					
Contractor type on-costs	Environmental monitoring	Final clean	Hoists	Logistics	Scaffolding	Security	Site accommodation	Tower cranes	
Electrical	Blind controls	Electrical services instillation generally	HV / LV switchgear	Intelligent electrical system installation	Lighting installation and control	Photovoltaics	Transformers	UPS	
External works	Car parks	Cycle racks	Fencing, railings and walls	Line markings	Paths	Roads, roundabouts, bridges	Street furniture and equipment	Trees, shrubs, turfing and grass seeding	
Finishes	Ceiling finishes	Decorations generally	Floor finishes	Wall finishes					
Fittings, furniture and equipment	Bedheads and footwalls	Blinds	Curtains for beds / bays	Curtains for windows	Nurse bases	Reception counters	Specialist joinery		
Lifts	Bed lifts	Goods lifts	Public lifts						
Mechanical	Air filters	Boilers	Ductwork	Heat pumps	Medical gases	Oil tanks / systems	Pumps, Pus and boosters	Smoke extract / AOV system	
Patient, staff and visitor services	Cafes	Catering services	Retail	Sky farms					
Public health	Above ground waste installations generally	Grease	Rainwater drainage instillation generally						
Specialist systems	BMS	CCTV systems	Clocks	Data / comms systems	Induction loop	Nurse call system	Security system including access control	TV / AV	
Specialist fit-out areas	Aseptic suites	Cath labs	Cold room fit out	CT	Mortuary	MRI	Pharmacy robotics	X-ray	
Standard room layouts	Emergency / urgent care room	Four bed bays	Outpatient consulting / examination rooms	Operating theatres and ancillary rooms	Single ensuite bedrooms	Standard office accommodation			
Substructure	Ground floor slab	Piling							
Superstructure	External walls	Internal doors (and ironmongery)	Internal walls and partitions	Roof coverings	Stairs	Superstructure frame and upper floors	Windows and external doors		
Utilities connections	Electric connection	Gas connection	Telecoms connection	Water connection					

How suppliers will be assessed

The Programme Delivery Scorecard provides a 'Golden thread' that galvanizes both stakeholders and the supply chain around the Vision and Mission of the programme, so that activities are always linked to the delivery of client benefits and values.

Throughout the programme the Programme Delivery Scorecard will be used to guide our decision making and ensure that we're contracting with the right suppliers.



How we'll engage

Market soundings



We're working to hear from a broad range of voices throughout the supply chain early in the programme to shape our strategy.

That's why we're encouraging businesses of all sizes to ensure their voices are heard by filling in our SmartSurvey.

Industry briefing days



Open to all appropriate supply chain organisations, these events will inform potential suppliers of our requirements and will facilitate supply chain networking.

We will hold these events in appropriate category groups as we approach key procurement milestones.

National and regional roadshows



These events will update local businesses on the programme's progress, so they can be ready to respond to supply chain opportunities.

We will publicise events with trade association, Local Enterprise Partnerships (LEPs) and their associated growth hubs, local Chambers of Commerce and national enterprise agencies.

Additional engagement opportunities coming soon



Meet the contractor days

Once Tier-1 contractors are appointed, we will identify potential suppliers that match their requirements and facilitate one-to-one meetings



Commercial Director Group

A safe commercial space to explore commercial issues / lessons learnt



CEO's forum

Delivering market formation and inward investment



Think tank

Established to stimulate innovation

We want to hear from your business

Register your interest with us today by filling in our Smart Survey, which can be found [here](#) or by scanning this QR code.

Alternatively, email the SMM team at NHP.suppliers@nhs.net



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Glossary

Alliance framework

A collaborative multi-party agreement to be procured by the NHP including contractors, NHP and NHS Trusts that enables design standardisation, maximises MMC and delivers on common components and commodities for a centralised procurement approach

Commercial approach

The strategy and principles guiding purchasing and contracting decisions

DfMA

Design for Manufacture and Assembly (DfMA) is a design and engineering approach that focuses on ease of manufacture and efficiency of assembly. By simplifying the design of a product, it is possible to manufacture and assemble it more efficiently, in the minimum time and at a lower cost.

DHSC

Department of Health and Social Care

GenA

The Generational Alliance, the evolving Alliance Framework we are building to bring the NHP to fruition

MMC

Modern Methods of Construction is a blanket term to describe a process of innovation within the construction industry. MMC encompasses a spectrum of approaches which spans off-site, near site and on-site pre-manufacturing, process improvements and technology applications.

NHP

New Hospital Programme

Off-site construction

Offsite – or prefabricated – construction is the manufacture and pre-assembly of construction elements or components in a factory environment prior to installation onsite.

P-DfMA

A platform approach to DfMA (P-DfMA) that seeks to achieve a more standardised approach to the components and processes used to deliver a wide variety of built assets. The term ‘Platforms’ refers to sets of components or assemblies that can be put together in a multitude of different ways to create different products.

Productisation

The process of turning a one off or prototype offering into into a well-defined product that can be more easily mass-produced.

Programmatic approach

An approach to the delivery of multiple hospitals that considers them as a cohesive programme rather than isolated schemes and adopts a centrally coordinated approach to achieve maximised whole life value through commonality in the way schemes are specified, designed, procured and built.

Programme Delivery Scorecard

A decision-making tool that reflects the broad landscape of value and benefits the NHP is seeking to realise and is used in procurement assessment to ensure that the NHP is partnering with the right suppliers and reaching value-for-money contract awards.

NHSE&I

NHS England and Improvement

Pipeline

An indicative forward look of anticipated tendering opportunities

The Programme Delivery Scorecard

Programme vision

The New Hospital Programme is transforming the way we deliver healthcare infrastructure for the NHS

Mission

To sustainably deliver critical national health infrastructure more efficiently, delivering improved value for money and enhancing social values by driving commonality, standard designs, productionisation and innovative technologies to support transformational change for each hospital, patient and staff member

Strategic themes

High quality and sustainable care

Intelligent hospitals

Build national capability

Delivery better, faster, greener

Critical success factors

Clinical care

Design

Digital

Social focused capital

Drive economic benefits

Delivery excellence

Environmental responsibility

Digitally enabled care

Fit for the Future Workforce

Health, safety and wellbeing

Drive to Net Zero carbon

Safe and secure environments for patients and staff

Reduce healthcare inequalities

Innovative delivery methods

Sustainable resource use

Enhanced clinical outcomes

Digitally enabled design

Local community focused

Sustainable supply chain

Social Infrastructure Delivery Blueprint

Optimise natural capital (air, land, water, bio)

Optimised patient flow

Flexible and resilient solutions

Smart building innovation

Equality and diversity

Financial viability and whole life value

Elegant and civil design

Interoperable and intelligent systems

Embrace emerging technologies and digital innovations

Aligning with best practice

The NHP will ensure that the principles, direction and lessons learnt recently laid out in government best practice guidance are embraced throughout the programme.





The Construction Playbook

The Construction Playbook was launched in December 2020 and sets out key policies and guidance for how public works projects and programmes will be assessed, procured and delivered.

The NHP Commercial Philosophy is aligned to the Construction Playbook and embedding the key principles into our ways of working has already begun.



1. Commercial pipelines



2. Market health and capability assessments



3. Portfolios and longer term contracting



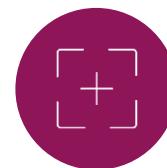
4. Harmonise, digitise and rationalise demand



5. Further embed digital technologies contracting



6. Early supply chain involvement



7. Outcome-based approach



8. Benchmarking and Should Cost models



9. Delivery model assessment



10. Sustainable contracting



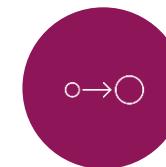
11. Risk allocation



12. Payment mechanism and pricing approach



13. Assessing the economic and financial standing of suppliers



14. Evaluation and award

Transforming Infrastructure Performance: Roadmap to 2030

The Infrastructure and Projects Authority (IPA); the government's centre of expertise for infrastructure and major projects, launched the Transforming Infrastructure Performance: Roadmap to 2030 (TIP) in September 2021.

It sets out a vision for innovation and reform in infrastructure delivery to support the sustainable, resilient infrastructure that is central to this government's vision for the future of the UK.

The Roadmap has been developed in collaboration with the construction industry and enjoys broad support from stakeholders in government, industry and academia.

The Roadmap to 2030 presents a vision for the future where infrastructure projects prioritise societal outcomes, the use of data led approaches and makes the most of innovation to improve delivery models.

Data and Insight

Collect, collate, analyse and share data appropriately on infrastructure performance to provide the insight needed to improve productivity and deliver better societal outcomes.

Business and Delivery Models

Set up projects and programmes with governance and contracting arrangements that support cross-departmental collaboration, industrial innovation, the use of technology and delivery of balanced whole life outcomes.

Market Capacity and Productivity

Deliver continuous improvement in the efficiency of infrastructure performance; matching the supply chain, capability and capacity to the pipeline of projects and programmes required and developing new ways of working.

Environment and Sustainability

Embed outcomes for net zero, sustainability and environmental enhancements across the whole life of assets and systems.

Building Expertise and Capability

Develop and deploy people with the skills, expertise and capability to act as clients and supply chain providers to deliver high quality, balanced outcomes in a complex and multi-stakeholder environment.

